DOCUMENT RESUME

ED 272 760 CE 044 893

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TITLE A Guide for an Instructional Tour of Selected Corporations in Michigan.
INSTITUTION Michigan State Univ., East Lansing.
SPONS AGENCY Michigan State Dept. of Education, Lansing. Vocational-Technical Education Service.
PUB DATE May 85
NOTE 26p.
PUB TYPE Guides - Non-Classroom Use (055)

EDRS PRICE MF01/PC02 Plus Postage.
DESCRIPTORS *Business; *Field Trips; Industry; Inservice Education; *Management Development; Postsecondary Education; Professional Development; School Business Relationship; Secondary Education; *Vocational Directors; Vocational Education

ABSTRACT

This planning guide is designed to assist vocational education administrators in preparing for a 1-week tour in industry/business. Its intent is to help the administrators maximize the tour experience that will (1) expose them to private business and industry, thereby increasing their understanding of how managers in the private sector manage human, financial, and material resources, and (2) encourage them to look critically at ways they might work more effectively with the private sector. The guide provides listings of questions that should be considered prior to the tour. Categories of questions include program planning, development, and evaluation; personnel management; professional and staff development; public relations and community affairs; facilities and equipment management; and business and financial management. Suggestions are then made for preparing a final report of the tour experience. An outline of the tour schedule is attached. (YLB)

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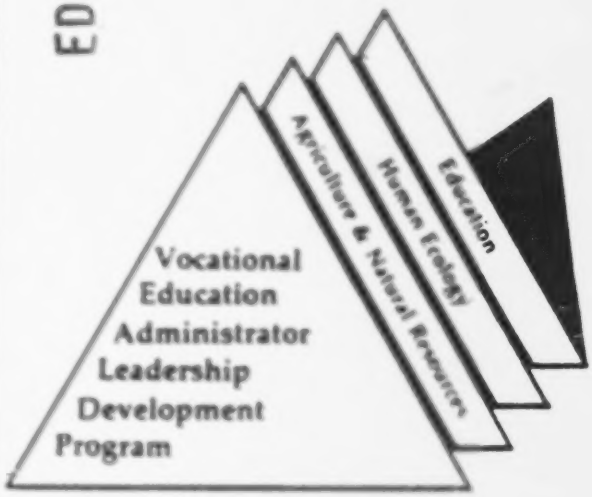

MICHIGAN STATE UNIVERSITY

A GUIDE FOR AN INSTRUCTIONAL TOUR OF
SELECTED CORPORATIONS IN MICHIGAN

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May, 1985

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INTRODUCTION

Perhaps you are wondering about the purpose of the one week tour in industry/business, and what we expect you to learn from the experience. Basically our aims are: a) to expose you to private industry/business thereby increasing your understanding of how managers in the private sector manage human, financial and material resources; b) to encourage you to critically look at ways you, as a vocational education administrator, might work more effectively with the private sector.

You are certain to see some parallels between education and the private sector in regard to resource management and other administrative functions, such as organization, planning, staffing, training, budgeting, accountability, labor relations, affirmative action, employment practices and critical decision making. We encourage you to look for the similarities and differences between education and the private sector in regard to these functions.

To assist you, we have developed a list of questions, by categories, which are designed to help you maximize the tour experience. Familarize yourself with the questions prior to the tour and refer to them often. We think they will stimulate your thinking and appreciation of the experience. Feel free to make additions, adaptations, etc. as you see fit.

We realize that in one week, during the summer, you may not get the full flavor of the corporations you are visiting. That is why we want you to be well prepared with questions and a record-keeping system to assist you in maximizing this short-term experience. We recommend that you keep a daily log of observations, then use the outline in this planning guide to prepare your report.

Furthermore, we strongly recommend that you read In Search of Excellence by Thomas J. Peters and Robert H. Waterman, Jr., N.Y. Harper and Row, 1982 before the tour.

On the last page of this document is an outline of the tour schedule. It contains a listing of each corporation that we will be visiting, the date of the visit and the topics which will be the major focus at each stop.

CATEGORY	QUESTIONS AND OBSERVATIONS FOR CONSIDERATION
General	1. What is the structure of the organization? What is the scope (number of people employed, kinds of things the organization is involved in, size of budget, etc.)
	2. What is the philosophy (general) of the company i.e. what are their concerns for people, profit, quality products/services, etc.?
	3. What value was In Search of Excellence by Peters and Waterman to your preparation as a vocational education administrator?
	4. Review the administrative structure to determine where the contacts should be made as a vocational administrator for cooperative efforts and why?
	5. Other?
Program Planning, Development and Evaluation	1. What methods are used to: a. analyze product and/or service needs. b. determine future direction.
	2. What are the yardsticks for measuring progress on the organization's product or service? How is feedback obtained?
	3. What is involved in planning and development? Who is involved? What skills/expertise are required?
	4. How are major problems related to products and/or services handled? Who is involved in problem-solving?
	5. On what basis can plans be adjusted?
	6. How are plans evaluated? How frequently? By whom? (Is evaluation on-going?)

7. How is accountabilty handled (who is accountable to whom)?

8. What are the processes for setting organizational priorities?

9. How are innovations and creativity regarded within the organization? Are they encouraged? Are they supported with resources?

10. Other?

Personnel Management

Personnel Selection and Recruitement Procedures in the Private Sector:

1. How are personnel procedures established? Who is involved in policy making?

2. What is the basis for assessing personnel requirements? (How many people are needed? What skills should they have? When are they needed? etc.)

3. What are the personnel selection and recruitment procedures?

4. Who is responsible for recruiting? How is recruitment handled? (Methods/strategies).

5. When hiring professional personnel, what does one look for in terms of skills, behavior and attitudes? How do you ascertain those skills, behaviors and/or attitudes?

6. When hiring technical and skilled personnel, what does one look for in regard to skills, behavior and attitudes? How do you ascertain those skills, behaviors and/or attitudes?

7. What techniques are used in recruiting, interviewing and selecting personnel?

8. How is supervision of personnel handled?

9. How are personnel problems resolved? How are employees handled?

10. How is evaluation of personnel problems handled, and how often is it done? (Collect samples of forms, if possible).

11. What is done by the organization to recognize or reward employees for quality work, productivity, creative ideas, etc? What are the incentives?

12. Other?

Professional and Staff Development

1. How does the organization assess training and development needs of personnel?

2. What process(es) do they utilize to assess the needs of managers/ administrators? Professional staff? Skilled/technical staff?

3. What strategies are utilized for meeting staff training and development needs? Are there opportunities for development (i.e. seminars, internships, externships, voluntarism, special assignments, committee work, etc.? Are opportunities internal or external to the organization?

4. Have schools, community colleges, and other educational systems had a role in addressing the training and development needs of the business/industry?

5. Has the organization utilized these educational resources to train their staff? Who is doing the training? Why?

6. What is the training policy for the organization?

7. What can educators do to assist the private sector to meet the training needs of their employees?

8. How best might vocational educators approach business/industry to initiate such cooperation?

9. Other?

Public Relations and Community Affairs

1. Is there a plan for promoting good public relations? Who determines policy and develops the plan(s)?

2. What does the private sector do to promote their product and/or service in the community? How is that done? How much money is spent? What other kinds of resources does the organization commit to public relations (i.e., human and material resources)? What effect would non-allocation of resources for public relations have upon the organization?

3. What are the reasons for and benefits of the organization's involvement in community affairs? How much organizational commitment is there? In what ways does the organization involve their staff in community affairs?

4. What kind of system is established to deal with governmental agencies in regard to regulations, licensing and other sanctions? What is the nature of the interaction between the organization and governmental bodies/agencies?

5. Is the organization involved in lobbying? How is it handled? How are priorities established?

6. How successful has the organization's public relations effort(s) been?

7. Other?

Facilities and Equipment Management

1. What are the processes for determining facilities and equipment needs?

2. What are the processes for acquiring facilities and equipment?

3. How are facilities and equipment managed and maintained?

4. Other?

Business and Financial Management

1. What are the processes for developing fiscal policies?

2. What are the processes for developing budgets? (operating, program, capital improvement)

3. How are budgets managed and monitored?

4. What is the financial accounting system?

5. What processes are used to incorporate new initiatives into an existing budget?

6. What are the processes for preparing financial reports for various target groups?

SUGGESTIONS FOR PREPARING

THE FINAL REPORT

Participants are required to prepare a written final report of the tour experience. Use the outline which follows to organize, summarize, analyze and report your impressions. Please refer to the categories listed in the "Questions and Observations for Consideration" section. Use these questions and the following outline as a framework for sharing what you observed and what you learned from the tour.

The report should have five parts:

I. An Introduction -use information pertaining to the "General" category to write the introduction. For example, in the introduction include the name of the corporation, information about its size and scope of operation; type of product or service provided; corporate philosophy, etc. Reference should be made to each corporation visited on the instructional tour.

II. Key Points/Observations - use the questions for each category as the basis for a discussion of the key points presented by the corporate representatives and for recording important observations that you made in comparing one corporation's practices with another's.

-Program Planning, Development and Evaluation (Steelcase)

-Personnel Management (Dow Chemical, Whirlpool)

-Professional and Staff Development (Dow Chemical)

-Public Relations and Community Affairs (Meijers)

-Facilities and Equipment Management (Detroit Edison)

-Business and Financial Management (Michigan National Bank)

III. An analysis of "What similarities and differences, with respect to the various administrative functions, exist between education and the private sector?" Make reference to the companies visited and administrative functions covered.

IV. An analysis of "What are the implications for vocational education administration?" Once again, make reference to the companies visited and administrative functions covered.

V. What suggestions do you have for improving the tour?

A list of the companies visited and the major topics addressed at each stop are contained on the following page

INSTRUCTIONAL TOUR SCHEDULE

MONDAY, JULY 22 - DETROIT EDISON, Technical Training Center, 38155 Cherry Hill Rd., Westland, Mi. 48185

Tour Coordinator: Therese TeBeau, Supervisor, Administrative Services - Technical Training

Major Topic for Consideration: Facilities & Equipment Management

TUESDAY, JULY 23 AM - MEIJERS, Office Support Building, 2727 Walker Ave. NW, Grand Rapids, Mi. 49504

Tour Coordinator: David Lukens, Public & Consumer Affairs Coordinator

Major Topic for Consideration: Public Relations & Community Affairs

TUESDAY, JULY 23 PM - STEELCASE, Corporate Headquarters Building, 901 44th St. NW, Grand Rapids, Mi. 49501

Tour Coordinator: Paul Pearson, Director, Human Resource Resource Development

Major Topic for Consideration: Program Planning & Development

WEDNESDAY, JULY 24 - DOW CHEMICAL, Visitors' Center, 500 E. Lyon Rd., Midland, Mi. 48667

Tour Coordinator: Jean Krause, Supervisor, Visitors' Center

Major Topics for Consideration: Personnel Management, Professional & Staff Development

THURSDAY, JULY 25 - WHIRLPOOL, St. Joseph Division, Upton Drive, St. Joseph, Mi. 49085

Tour Coordinator: Glen Youngstead, Manager, Corporate Human Resources

Major Topic for Consideration: Personnel Management

FRIDAY, JULY 26 - MICHIGAN NATIONAL BANK, Electronic Systems & Operations Center, Lansing, Mi. 48918

Tour Coordinator: Pat Crosson, Senior Vice President, Electronic Systems Operations Division

Major Topic for Consideration: Business & Financial Management

MICHIGAN STATE UNIVERSITY VOCATIONAL EDUCATION
ADMINISTRATOR LEADERSHIP DEVELOPMENT PROGRAM

Instructional Tour of Selected Corporations
in Michigan

July 21-26, 1985

Schedule of Activities

SUNDAY, JULY 21

6:00 - 7:30 P.M.	McDonel Hall, M.S.U. Campus (see attached map)	Lobby

Orientation
- Payment of room and board for those staying in McDonel Hall
- Payment of parking fees and issue of parking stickers
- Distribution of Schedule of Activities, Tour Guide and Special Instructions (as necessary)

MONDAY, JULY 22	DETROIT EDISON, Technical Training Center, 38155 Cherry Hill Rd., Westland, MI. 48185 (313) 595-0200	
7:30 - 7:45 A.M.	Depart M.S.U. Campus	McDonel Hall, Parking Lot
9:15 - 9:30 A.M.	Arrive Detroit Edison Technical Training Center (see attached map) - coffee - meet in Group Instruction Room, 2nd Floor	Westland, MI.
9:30 - 10:00 A.M.	Description of Training Function - Therese TeBeau, Supervisor - Administrative Services, Employee Training	
10:00 - 12:00 A.M.	Tour of Technical Training Center - Therese TeBeau	
12:00 - 1:00 P.M.	Lunch - each participant may purchase their own	Bob's Hideway Restaurant
1:00 - 2:00 P.M.	Facilities & Equipment Management - Nicholas E. Cook	
2:00 - 2:30 P.M.	Relationship Between Industry & Vocational Education from the Perspective of Detroit Edison - Robert Ogden, Director - Employee Training	
2:30 - 3:15 P.M.	Discussion/Questions & Answers -Panel: Robert Ogden, Therese TeBeau, Nicholas Cook	
3:15 - 3:30 P.M.	Depart Detroit Edison Technical Training Center	
5:00 - 5:15 P.M.	Arrive M.S.U. Campus	McDonel Hall, Parking Lot

TUESDAY, JULY 23, A.M. MEIJER INCORPORATED, Office Support Building, 2727 Walker Ave. NW, Grand Rapids, MI. 49504 (616) 453-6711

7:30 - 7:45 A.M.	Depart M.S.U. Campus	McDonel Hall, Parking Lot
9:15 - 9:30 A.M.	Arrive Meijer Incorporated, Office Support Building (see attached map)	Grand Rapids, MI.
9:30 - 10:00 A.M.	History of and Introduction to Meijer Inc. - videotape presentation - David Lukens, Public & Consumer Affairs Coordinator	
10:00 - 10:45 A.M.	Tour of Office Support Building - David Lukens	
10:45 - 11:15 A.M.	Public Relations & Community Affairs - David Lukens	
11:15 - 11:45 A.M.	Relationship Between Industry & Vocational Education from the Perspective of Meijer Inc. - Mike Curr, Training Manager	
11:45 - 12:00 A.M.	Additional Questions & Answers - David Lukens	
12:00 - 1:00 P.M.	Lunch - each participant may purchase their own	Holly's Landing

TUESDAY, JULY 23, P.M.	STEELCASE INCORPORATED, Corporate Headquarters Building, 901 44th St. SE, Grand Rapids, MI. 49501 (616) 247-2710	
1:00 - 1:30 P.M.	Travel to Steelcase Inc.	
1:30 P.M.	Arrive Steelcase Inc., Corporate Headquarters Building (see attached map)	Grand Rapids, MI.
1:30 - 1:35 P.M.	Greeting - Jim Soule, Vice President, Human Resources - "Moving Target" (videotape presentation)	
1:35 - 2:00 P.M.	Steelcase Philosophy - Paul Pearson, Director, Human Resources Development	
2:00 - 3:00 P.M.	Tour, Corporate Headquarters Building - Paul Pearson	
3:00 - 3:15 P.M.	Move to Steelcase Resource Center - coffee break	
3:15 - 4:00 P.M.	Changing Needs of the Workplace - Paul Pearson	
4:00 - 4:45 P.M.	Human Resources Program Planning, Development and Evaluation - Paul Pearson	
4:45 - 5:00 P.M.	Depart Steelcase Inc.	
6:15 - 6:30 P.M.	Arrive M.S.U. Campus	McDonel Hall, Parking Lot

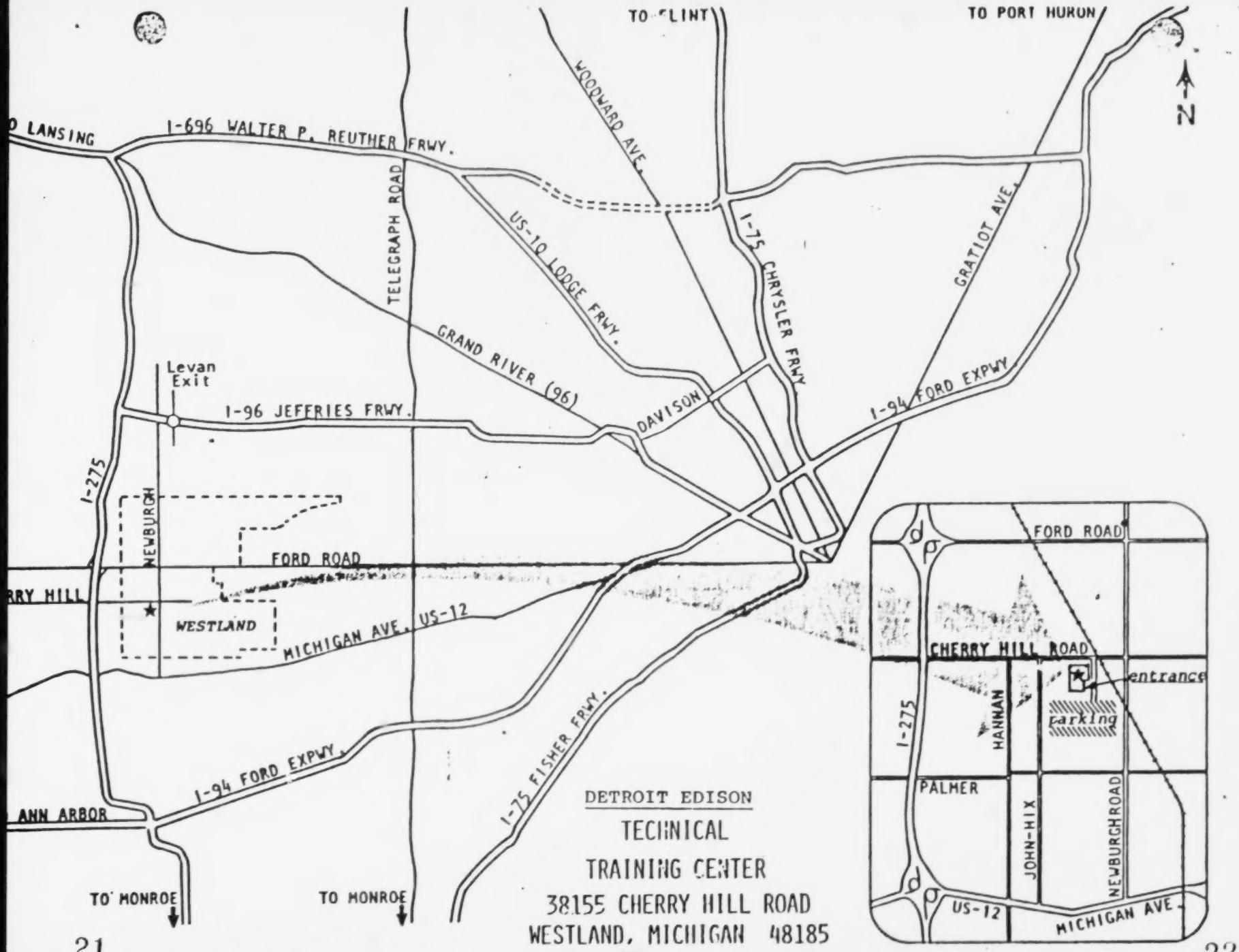
WEDNESDAY, JULY 24 — DOW CHEMICAL, Visitors' Center, 500 E. Lyon Road, Midland, MI 48867 (517) 636-8658

7:30 - 7:45 A.M.	Depart M.S.U. Campus	McDonel Hall, Parking Lot
9:15 - 9:30 A.M.	Arrive Dow Chemical Visitors' Center (See Attached Map)	Midland, Michigan
9:30 - 9:45 A.M.	Gett Settled at Visitors' Center - Coffee	
9:45 - 10:00 A.M.	Welcome to the Michigan Division, Orientation to Dow Chemical - Jean Krause, Supervisor, Visitors' Center	
10:00 - 10:20 A.M.	Personnel Management, Selection and Recruitment for Professional Personnel - Paul Wecker Recruiting, Placement & Salary Administration Counselor	
10:20 - 10:45 A.M.	Plant Personnel - Bob Stephens, Manager; Plant Personnel	
10:45 - 11:30 A.M.	Dow's Organization and Professional Staff Development - Ron Yocum, Director of Research	
11:30 - 12:00 Noon	Touch Tech - Sue Dupree, Public Affairs	
12:00 - 1:00 P.M.	Lunch provided by Dow Chemical	Visitors' Center
1:00 - 1:45 P.M.	Training for Chemical Plant Operators - Bob Johnson	294 Building
1:45 - 2:30 P.M.	R & D Pilot Plant Tour	
2:30 - 3:30 P.M.	Saran Film, Specialty Monomers Control Room & Drive, Environmental Services & Commentary Plant Drive	
3:30 - 4:00 P.M.	Return to Visitors' Center - Cold Refreshments - Question & Answer Session with Morning Participants	
4:00 P.M.	Depart Dow Chemical Visitors' Center	
5:30 - 5:45 P.M.	Arrive M.S.U. Campus	McDonel Hall, Parking Lot

THURSDAY, JULY 25	WHIRLPOOL, St. Joseph Division, Upton Drive, St. Joseph, MI 49085 (616) 926-5000	
7:30 - 7:45 A.M.	Depart M.S.U. Campus	McDonel Hall, Parking Lot
9:30 - 9:45 A.M.	Arrive Whirlpool, Corporate Headquarters (see attached map)	Benton Harbor, MI
9:45 - 10:00 A.M.	Assemble in Education Center Room 130	
10:05	Welcome - Charlie Williamson, Director, Corporate Human Resources and Administrative Operations	
10:07	Introduction to Whirlpool - Pat Warkentien, Communication Assistant	
10:30	Review of Human Resources Employment Practices - Dean Napp, Human Resource Administrator	
10:45	Panel Discussion - Paul Kirincic, Manager, Human Resources, St. Joe Division - Tom Remble, Supervisor, Computer Operations - Jim Baxter, Manager, Graphic Arts Department - Jack Evans, Manager, Automatic Washer Lab - Ken Flowers, Process Engineer - Jim Bluhn, Manager, Graphics Engineering - Shirley Pantelleria, Benefits Administrator	
11:45	Tour of the Administration Center - Tom Remble IODS Operations Center - Jim Baxter Graphics Arts Department	
12:30 - 1:00 P.M.	Lunch provided by Whirlpool Corporation - Cheryl Mitchener, Human Resource Administrator	Upton Drive

THURSDAY, JULY 25 (cont.)

1:10 P.M.	Upton Drive Briefing and Tour - Cheryl Mitchener, Human Resources Administrator	
GROUP A		
1:15 P.M.	JIM BLUHM	GRAPHICS
1:45 P.M.	BUD MARTIN/BILL ORY	MODEL SHOP
2:15 P.M.	JACK EVANS	AUTOMATIC WASHER LAB
GROUP B		
1:15 P.M.	BUD MARTIN/BILL ORY	MODEL SHOP
1:45 P.M.	JACK EVANS	AUTOMATIC WASHER LAB
2:15 P.M.	JIM BLUHM	GRAPHICS
GROUP C		
1:15 P.M.	JACK EVANS	AUTOMATIC WASHER LAB
1:45 P.M.	JIM BLUHM	GRAPHICS
2:15 P.M.	BUD MARTIN/BILL ORY	MODEL SHOP
2:45 P.M.	General Discussion, Questions and Wrap-Up - Cheryl Mitchener - Jack Evans - Jim Bluhm - Bud Martin - Bill Ory	



DETROIT EDISON

TECHNICAL

TRAINING CENTER

38155 CHERRY HILL ROAD

WESTLAND, MICHIGAN 48185

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MEIJER INCORPORATED

Office Support Building
2727 Walker Ave. NW
Grand Rapids, Mi. 49504

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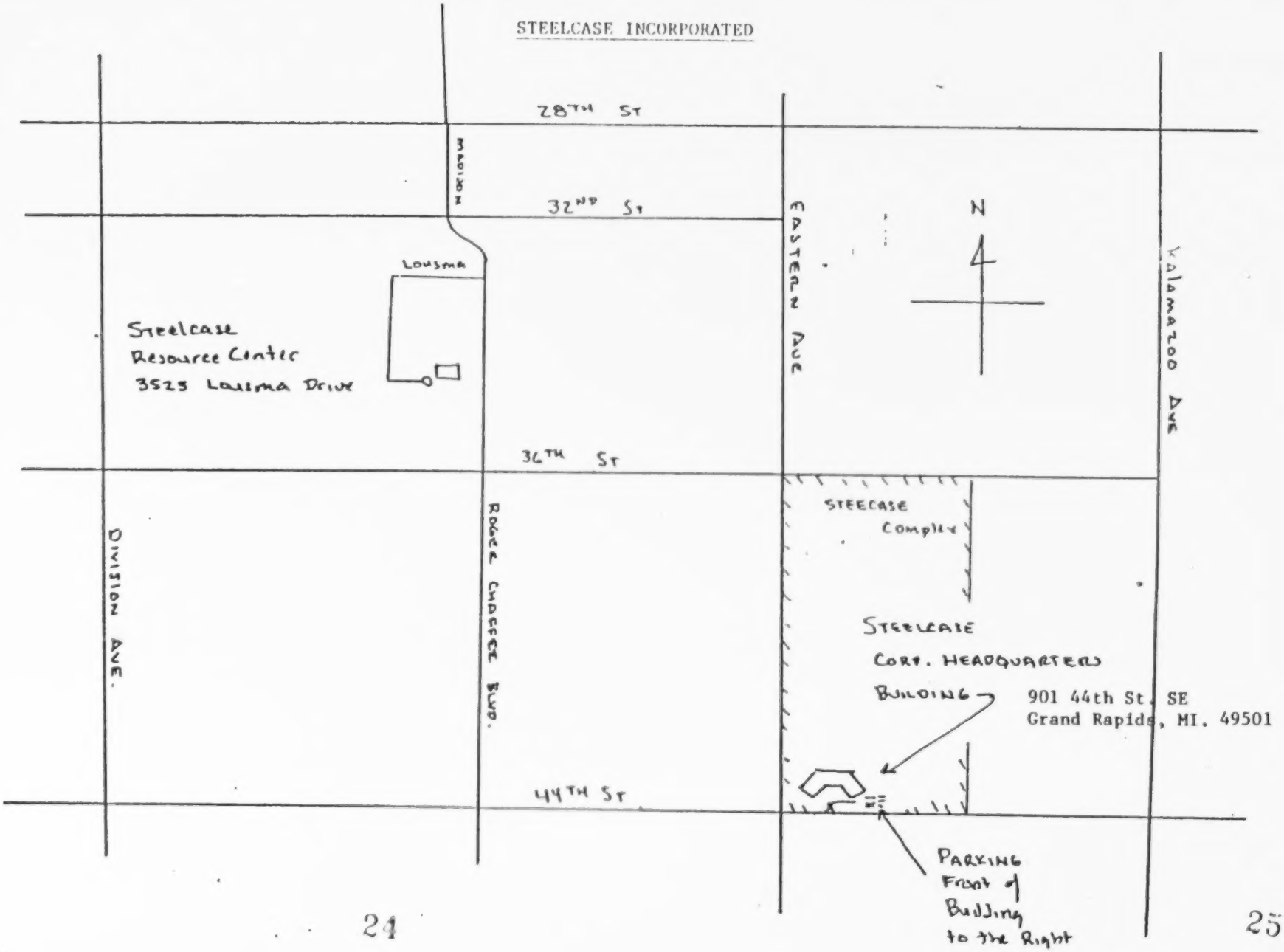
STEELCASE INCORPORATED



DOW CHEMICAL

Visitors' Center

500 E. Lyon Rd.

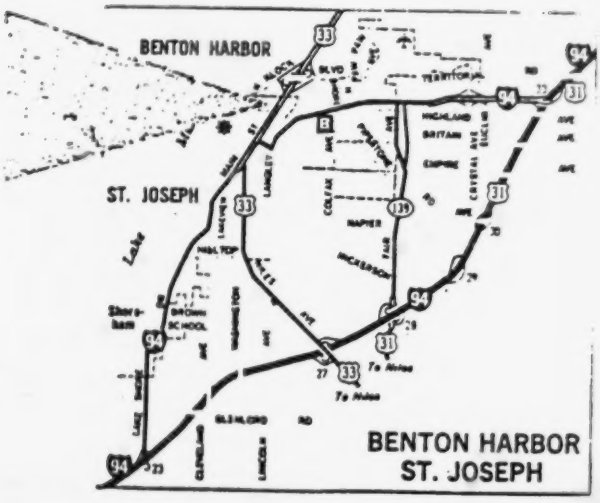
Midland, Mi. 48667

WHIRLPOOL

St. Joseph Division

Upton Drive

St. Joseph, Mi. 49085



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